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5 December 1977

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MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake
Acting Deputy Director of
Central Intelligence

1. This memorandum provides you with information on five recommendations that I believe are to be made to you today--5 December--by the Management Advisory Group of the Directorate of Operations.

2. The recommendations, and the comments, are as follows:

- a. Recommendation 1: Emphasizing that the DDO personally, and the DO collectively, are totally responsive to the DCI's decisions and orders, the DO/MAG - as an advisory group - strongly recommends that there be no additional (Round II) mass cut. If further reductions in personnel are required, they should be done gradually over a longer period of time through normal attrition and a systematic, structured selection out of individuals ranked below a level of acceptable performance.

Comment: Your penned "No" on the attached sheet is indicative of your reaction. I would suggest, however, that you mention that ways and means are still being studied so as to make the impact as less severe as possible.

- b. Recommendation 2: In the future, all DO employees who are ranked below a level of acceptable performance (whether bottom 3%, 5% or other), must be so notified in writing.

Comment: This procedure is already in effect, and will be continued. You will find at Attachment B the actual forms used to notify individuals.

- c. Recommendation 3: All DO personnel should be permitted to see how they ranked in the CMS point-system list developed for the 1 November cut. This would enable DO employees to estimate their chances with respect to any future reduction of personnel and plan accordingly.

Comment: DO personnel, at their request, will be shown where they ranked in the list developed for the 1 November cut.

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- d. Recommendation 4: Letters notifying individuals that they have been selected for separation should include a statement of regret about the separation and a word of gratitude for the loyalty given to the service.

Comment: I believe this should be done.

- e. Recommendation 5: The Office of Personnel should give maximum publicity within the Agency concerning the efforts by the Agency to find alternate employment for individuals selected-out.

Comment: I have discussed this matter already this morning with Fred Janney and a specific Headquarters Notice is being developed to give more exposure to assistance given by the Office of Personnel to employees seeking other employment.



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John F. Blake

Atts

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